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9 July 1974

NOTE TO: Chief, DDI Management Staff

SUBJECT: Informal Comments on the Draft DDI
Personnel Handbook

Though the time available for reaction was very short, several MAGID members have taken the opportunity to provide comments regarding your draft DDI Personnel Handbook. These should be taken as individual comments, not necessarily reflecting the consensus of the entire group. On the other hand, MAGID earlier had provided comments on Section V (Vacancy Notices), and we provided the original drafts of Sections VI (Counseling) and VII (Grievances). We have discussed these matters in some depth, and the comments provided here take this into account.

[Redacted Signature]

for MAGID

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cc: O/DDI

General Comments

- A quick reading of the handbook indicates that it will be a useful reference document for both new and old employees who have questions about DDI policy.
- The sections are uneven.
- The handbook shows that it has been written by a variety of people.
- The Counseling and Grievance sections are more thought-out, detailed, and useful than other sections. The employee knows what the policy is, where he or she stands, and what he or she can do about it.
- None of the sections indicate or suggest responsibility of the DDI management to apprise employees of DDI decisions taken, or policy changes made, that affect him or her. What communication channels are open?
- Nothing is included in the handbook re:
 - (a) MAGID
 - (b) the Coordinator for Academic Relations, etc.
 - (c) Management Staff responsibilities (other than noting certain positions given the Chief)
 - (d) the Advanced Opportunity Program (though this is mentioned without explanation in the Vacancy Notice section)These topics also should be dealt with some place in the handbook.
- Assuming that the handbook is in loose-leaf form, why couldn't certain key DDI notices be included in an appendix at the end of the book? The notice regarding the purpose of MAGID and listing the current members could be included in this way.
- The greatest [potential] benefit of the handbook is that--- IF it is read by ALL employees, it may lead to more questioning of both policies and implementation by those concerned.
- The handbook is well done; it should be a positive addition to management and to employee morale.

Section I: Directorate Personnel Policies

- The Personnel Handbook is an ideal. Policy, as outlined in Section I, is seemingly precise, moralistic, and fair. But how much of it is put into practice? Is DDI policy in fact filtered down to the lower-level managers who are in constant contact with the bulk of employees? We all know of either real or rumored abuses of promotion, vacancy notice, and training policies, for example. Yet the system doesn't seem able to correct itself. Most supervisors are evaluated not on how they implement DDI policy but whether they get the job done.

Section II: Structure of the Career Service

- Section II on the structure of the Career Service is nebulous governmentese. Even after reading it, the employee is not told what a career service board or panel is, and most importantly, how it operates and where it fits into the decision-making process governing personnel actions.
- It is unclear why there is need for both a Directorate Career Service Board and a Senior Personnel Resources Board; many of their functions are clearly overlapping. Why not have one Board called the Career Service and Personnel Resources Board. If the question of chairman is important, it would seem obvious that the DDI would chair any meetings he attends, but that he need not attend meetings when the agenda does not interest him. Thus, a reasonable division of labor between the DDI and ADDI (and office chief and deputy office chief) would still be accomplished.
- The Boards described include heads of offices and services. What services are included? Is the Collection Guidance and Assessments Staff considered a service; is it represented? Who champions CGAS candidates for positions at senior schools, etc?

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Section III: Personnel Evaluation

- There is no mention of how the employee can participate in the evaluation process. The section does not explain what should be an employee's right--to read the comments of evaluating and reviewing officials. There is no mention of any recourses available to the employee if he or she disagrees with a specific or overall rating. In Part D, there is little mention of the criteria applied to career service panel grading.
- Subsection D on Competitive Evaluation needs to be expanded. This is a most important concern to DDI employees, and it is dealt with in a cursory fashion in a page and a half.
- It should be made explicit whether an employee has a right or not to see the ranking list prepared by his Career Panel.
- Will people categorized as a 1st rank (promotion or higher graded position) be notified?
- Individuals ranked in the lowest three percent of each DDI panel should be notified within a specified time limit.

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Section IV: Promotions

- We have difficulty understanding the efficacy of the headroom policy outlined in Section IV, Part D. When headroom is determined for individual grade rather than for the office as a whole, it puts the deserving employee entirely at the mercy of things over which he has no control, such as past hiring practices that may have overloaded a particular grade level, or previous "easy" promotion actions that may have been, for example, the result of a historical period of critical intelligence needs that elicited promotion-warranting job performance but that also stacked employees in certain grades.

Section V: Vacancy Notices

- MAGID reviewed the Vacancy Notice section before and some of our recommendations were accepted.
- There is some feeling in MAGID that vacancy notices should be circulated even when the component has a qualified candidate in mind, although this should be indicated at the bottom of the sheet. In this way, the office would have broader choice to select from and might turn up someone better suited for the job. (Problem: This might cause some hard feelings within the component, although if a general practice, it would give everyone a greater range of opportunities.)
- It should be made clear that a candidate for a job has the right (but not the obligation) to submit a memo with the application explaining why he thinks he should get the advertised job.

Section VI: Employee Counseling

- MAGID would prefer that it be specified that it is a "principal duty" of the designated officer to be a counselor. We would prefer that the counseling tasks be specified as career counseling rather than job-related counseling. Our language is intended to give greater weight to career development planning.
- Counseling of the "lowest three percent" should be mandatory, rather than just an expectation.

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Section VII: Employee Grievances

- MAGID had suggested counselors not tied to offices. If it is preferred that each office have a designated grievance counselor, then it should be made clear that a person with a complaint or a grievance or potential grievance has the option of exploring the matter with a counselor other than the one designated from within his office (e.g., from the DDI Management Staff). The notion is that the counselors be seen as something other than tools of management, and that the complainant feel free to explore his problems even before he makes any determination about whether to institute a formal grievance or complaint.
- It is unclear how the various grievance counselors would be picked. As noted above, ideally the counselor should be someone not closely associated with line management.
- A list of grievance counselors should be published.
- In Subsection E of Section VII (re Grievance Panels), it is asserted that a complainant has the right to a hearing before a panel. But then the procedures get rather murky. He requests a hearing through one of the grievance counselors. Not necessarily the counselor for his office/service? Then does the counselor automatically call a panel session? The Chief of the Management Staff convenes the panel, but why are there three options for requesting meetings? What is the criteria for panel selection?
- The second paragraph of Subsection F would be better worded: "If there is any apparent attempt by a supervisor to retaliate against an employee as a result of the latter's efforts" At a minimum, remove the word "solely".
- As MAGID stated previously: "It might be noted somewhere that irrespective of a personal grievance every employee has the right and responsibility to bring to management's attention any obvious failing in the system that detracts from efficient intelligence production or the effective use of personnel. One possible channel for such suggestions/complaints is the DDI Management Staff; another could be MAGID, which in any event, ought to be identified and described somewhere in the handbook."

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Section VIII: Awards

- Unlike the rules of engagement employed elsewhere in this manual, Section VIII describes Agency policies/programs.
- There is no mention of suggestion awards. Certainly, honor and monetary awards outlined in this section are open only to a select few, and are often a function of being in the right place at the right time. Suggestion awards are within the realm of possibility for all employees, however, and should be promoted as a way employees can get useful ideas across to management.
- The section provides very little assistance and advice as to who in the DDI under what kinds of circumstances should be considered for an award.

Section IX: Training

- "Courses and briefings designed to familiarize personnel with Agency, DDI, and Office functions and operations are available." MAGID has been informed that the IWA and DDI Orientation courses will be required. This should be clearly stated.
- "Agency management takes the initiative in providing employees with the training it considers necessary to do the job." But see the earlier section on responsibilities. There are at least some ambiguities regarding who is responsible for what.
- Subsection B says that the DDI himself approves requests for management training. We assume that this is not true, particularly in terms of the basic management and supervisory courses.
- Subsection I re Foreign Travel does not provide for all the kinds of travel potentially useful to the DDI. It should be appropriately amended. Travel should be encouraged when it fosters specific Agency purposes regarding the utility of intelligence guidance and the efficiency and effectiveness of field collection and reporting. Similarly, travel in support of USIB or IRAC working group or committee suttides or projects should be permitted and encouraged.

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Section X: Rotational Assignments and Transfers

- The first part of the section obviously overlaps material found elsewhere in the handbook, including the last subsection of the preceding chapter/section. At a minimum, there should be some cross-referencing.
- Dealing with rotational assignments and transfers in the same section raises some problems. In both cases the employee wants to get away from his current job and to enjoy different experiences, but the motivation and the probable career pattern frequently is quite different. People who are good and who are growing often seek to rotate. People who are stuck (and perhaps in trouble) often want to transfer. Rotation is training; transfer may be escape.

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Section XI: Surplus Personnel

- A footnote correctly emphasizes that employees are surplus when there are reduced ceilings or reduced requirements for certain skills. "Performance on the job is a factor in this process only if a particular skill area is being reduced in which case the relative ranking of employees with the same skills may be used as a guide." This distinction is sufficiently important and complex that it probably should be elaborated upon and included in the textual discussion. Too often real or hypothetical need for slot cuts is used as a device to remove employees whose performance is judged to be unsatisfactory without the employee or the supervisor ever dealing directly with the performance question.

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